

turizm aktüel



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**CORAL
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TOURISTS IN
EGYPT

**BURAK
TONBUL:**
2026 TO
MIRROR A
CHALLENGING
2025

TOURISM
INVESTORS
CALL FOR
ACTION TO
ACCELERATE
PROJECTS

COP31
EXPECTED TO
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HELLO FROM ITB BERLIN SPECIAL EDITION OF TURİZM AKTÜEL MAGAZINE...

Another year has passed and once again we meet in Berlin, at the trade fair making tourism professionals from all over the world meet.

This is the place where we all promote our products, meet each other, learn about new trends and keep up-to-date about the aspects of the new season. This is where new plans for the future are made. And this trade fair is very important for Türkiye.

In 2025, much has changed in Türkiye but also all over the world. In Türkiye change has brought negative effects in its wake. It seems that tourism in Türkiye has to pass through difficult tests once again. Since many of the fine equilibriums have changed in 2026 and created many problems, there is a heavy load which has been left on the shoulders of tourism in Türkiye. But each bad time has its heroes, and thus we witnessed many people who worked hard to promote Türkiye abroad against all odds, who tried to keep morale up and to motivate others to follow their lead. We want to thank all of them from our heart.

Let's admit it, the expectations for tourism in Türkiye are not very promising. It might be a bit early to be pessimistic, but still, the outlook is not fine. We cannot be sure at the moment how things will turn out, but we can be sure that the performance of all tourism professionals and of all the sector will play a big role.

This is the reason why we are all called upon to shape our future actively, to take a proactive stance and to work with all our energy. To give a little bit of information about ourselves: Along with this special edition to be presented at the ITB Berlin Tourism Fair we have also prepared another special edition for the Trade Fair in England.

We will represent our branch in Germany where we will strive to promote Türkiye with our news and editorials. You will find the most important and up-to-date news on Turkey and its new hotel investments in this edition.

Our next special edition will be published on the occasion of the Arabian Travel Market (ATM) which is held in Dubai in April. We are looking forward to meet you there as well soon..

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TOURISM INVESTORS CALL FOR ACTION TO ACCELERATE PROJECTS

Tourism investors in Türkiye are urging regulatory reforms to streamline investment processes, warning that lengthy procedures are discouraging new projects.



Oya Narin, chair of the Tourism Investors Association (TTYD)

Oya Narin, chair of the Tourism Investors Association (TTYD), said that while planning and construction phases in the sector should typically take two to three years, in Türkiye they often stretch to five or six years. She noted that this delay makes investors hesitant to embark on projects from scratch. Narin highlighted regional differences, pointing out that investment processes in Antalya progress more smoothly, whereas in the Aegean they tend to be more complicated.

"The stop-and-go nature of investments sometimes discourages investors. Instead of starting from zero, they prefer to enter as funds or acquire completed projects. They avoid getting deeply involved in the process," she explained. She also criticized weaknesses in zoning regulations and overlapping authorities between the Environment and Urbanization Ministry, municipalities and agencies responsible for protecting natural assets, saying these conflicts prolong procedures.

Stressing that a new tourism plan could reinvigorate investor interest, she said, "We need to reposition Turkish tourism and launch a new initiative for the next 10 to 15 years. Just as Saudi Arabia, Spain, Greece and Egypt are restructuring their tourism sectors, we must also elevate our position." "Announcing to the world that after 2027 and 2028, we will create a new investment environment that will generate excitement. Investors, funds and brands would be drawn here, and Turkish investors would follow suit," Narin said.

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HANDE TIBUK: NO INTERNATIONAL HOTEL CAN MANAGE AN ALL-INCLUSIVE SYSTEM LIKE THE ONE IN ANTALYA

Hande Tibuk, Executive Board Member & General Coordinator of Net Holding, said, "I do not really believe that any international hotel can manage an all-inclusive system like the one in Antalya, but a high-quality all-inclusive system; we also see that they cannot. There have been attempts, but it does not work; they need to adapt to us. In this regard, I think Turkish tourism is very successful."

Hande Tibuk, Executive Board Member & General Coordinator of Net Holding, said, "I am in my 25th year in the tourism sector. In these 25 years, we have become a sector accustomed to constantly experiencing crises, and as we experience crises, our resilience increases, our reflexes improve, we respond very quickly and adapt. Therefore, I think this truly distinguishes us in the international arena. As Merit Hotels, we were actually established in 1988. While we had a hotel management chain in Turkey, as of 2000 we directed our investment toward Cyprus.

WE PROMOTED CYPRUS, WHICH WAS UNDER ISOLATION, THROUGH INTERNATIONAL TOURNAMENTS

We also had casino operations. After casinos were closed in Turkey, we entered a period in which we believed we would be stronger by combining our hotel and casino operations under a single brand. We brought the Merit brand to its current point with the investments we made in Cyprus. We provide services in the upper segment. Of course, we think that the casino guest has a separate place within the upper-segment guest profile. They are more demanding, more capricious, and of course we treat them with great care. Since we aim to provide a comfort greater than what they have at home, we have brought it to a good point over time. Through international tournaments, we promoted



Hande Tibuk, Executive Board Member & General Coordinator of Net Holding,

Cyprus, which was under isolation, and succeeded in bringing players from all over the world. The non-Turkish guest profile, which used to be at 5-10 percent, has now risen to 30-35 percent; this happened thanks to these efforts.

I DO NOT BELIEVE ANY INTERNATIONAL HOTEL CAN MANAGE THE ALL-INCLUSIVE SYSTEM IN ANTALYA, BUT A HIGH-QUALITY ALL-INCLUSIVE SYSTEM

I do not really believe that any international hotel can manage an all-inclusive system like the one in Antalya, but a high-quality all-inclusive system;

we also see that they cannot. There have been attempts, but it does not work; they need to adapt to us. In this regard, I think Turkish tourism is very successful.

In fact, we are the first facility to introduce all-inclusive in Cyprus, and of course our difference from Antalya is that there is casino integration and an entertainment facility. We have a system that constantly tries to improve and develop itself. We are very sensitive about personalized service and we do not exceed 300 rooms. Currently, we have 8 hotels in Cyprus and 6 casinos, but we do not want to expand too much. Otherwise, you lose personalization," she said.



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WHERE ISTANBUL'S STORIES BEGIN

One city, countless paths: CVK Park Bosphorus Hotel Istanbul as the ideal starting point for urban explorations through the multilayered neighbourhoods of the metropolis.

Istanbul is a city that reveals itself layer by layer. Its stories are not found solely along grand boulevards, but unfold in neighbourhoods, sightlines and fleeting moments where past and present converge. At the heart of this vibrant metropolis, CVK Park Bosphorus Hotel Istanbul, part of the luxury portfolio of CVK Hotels & Resorts, offers a starting point that makes this rich diversity effortlessly accessible. Just steps from Taksim Square and overlooking the Bosphorus, the hotel combines a central location with a sense of urban calm. Built on the historic site of the former Park Hotel, once an Ottoman residence of the Ministry of Foreign Affairs, the property blends historical significance with contemporary design. Today, CVK Park Bosphorus Hotel presents itself as an elegant city hotel, enabling guests to discover Istanbul from multiple perspectives and within easy reach. Its immediate proximity to Istiklal Avenue, cultural landmarks and the metro makes it an ideal base for individual explorations, also for families who value comfort alongside excellent connectivity.

First impressions of the city emerge in the Gümüşsuyu district and around Taksim Square, where modern Istanbul comes to life. Cafés, galleries and historic façades shape the streetscape, offering a vivid snapshot of the city's



urban culture. From here, the route continues along Istiklal Avenue, one of Istanbul's most iconic promenades, where theatres, bookshops and culinary diversity reflect the cultural rhythm of the metropolis. Just minutes away, another chapter of the city's history unfolds. Dolmabahçe Palace on the Bosphorus stands as an architectural testament to the transition between Ottoman tradition and European modernity. From here, further iconic landmarks come within reach: Galata Tower, once built to watch over the Golden Horn, now offers one of the most impressive panoramic views across Istanbul's rooftops. In the historic heart of the city, landmarks such as Hagia Sophia tell stories of centuries of religious and cultural transformation, while the Grand Bazaar, with its lively atmosphere, provides an authentic glimpse into the city's trading heritage and everyday life. Neighbourhoods such as Nişantaşı, known for elegant boutiques and leafy streets, as well as

leisurely walks along the Bosphorus, can easily be woven into a day's itinerary. The result is a journey that seamlessly combines culture, local life and moments of unhurried relaxation. After a day rich in impressions, the journey continues within the hotel itself. At the award-winning Izaka Terrace, one of the city's most renowned panoramic restaurants, culinary refinement meets sweeping views over the Bosphorus. In a stylish setting, Anatolian, Mediterranean and international flavours are reinterpreted, creating an atmospheric finale to a day of discovery. With spacious rooms and suites, family-friendly residences, one of Istanbul's largest hotel spas and a concierge service dedicated to curating tailor-made city experiences, CVK Park Bosphorus Hotel Istanbul is the ideal gateway to exploring the many facets of the city. It is here that a journey begins in which every street tells its own story.

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CAPPADOCIA LEADS GLOBAL HOT AIR BALLOON TOURISM LAST YEAR

Hot air balloon tours in Cappadocia, central Türkiye, continue to reinforce the region's status as the world's leading destination for ballooning, with more than 750,000 visitors taking to the skies last year to view its unique natural and historical landscape.

Renowned globally for both its high number of flight days and passenger capacity, Cappadocia is widely regarded as the center of hot air balloon tourism. Flights over the UNESCO World Heritage-listed region allow visitors to experience fairy chimneys and volcanic rock formations formed over millions of years, making balloon tours one of the most iconic and in-demand tourism activities in the area. According to data from the Directorate General of Civil Aviation, balloon flights were conducted on more than 220 days during the year, depending

on weather conditions. Sector representatives note that this operational scale places Cappadocia ahead of all other ballooning destinations worldwide. The ballooning industry also plays a significant role in the regional economy. Around 30 licensed companies operate in the region, supported by hundreds of trained pilots and ground staff. At peak times, more than 150 balloons can be seen in the sky simultaneously, creating a visual spectacle that has become closely associated with Cappadocia's global image. Industry figures emphasize that

hot air balloon tourism generates strong multiplier effects, boosting accommodation demand and supporting local businesses across the tourism value chain. In a year when the region hosted approximately 4.3 million visitors, balloon tours stood out as the most prominent and recognizable attraction. Tourism professionals describe balloon flights as a moving open-air museum, offering a comprehensive perspective on Cappadocia's cultural and geological heritage. Demand typically rises from spring through autumn, while winter months offer more affordable options for visitors.

Jolly CEO Mert Vardar Honored with the "Golden Leader" Award

Mert Vardar, CEO and Vice Chairman of Jolly, has been recognized at the 2025 Golden Leader Awards—one of Türkiye's most elite leadership platforms.

Voted among the nation's most admired CEOs by industry leaders, this award celebrates Mert Vardar's continued dedication to excellence. We celebrate this proud milestone together as the Jolly family.





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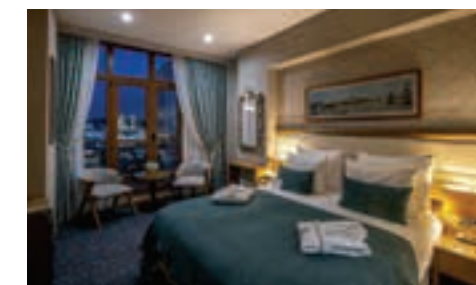


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BURAK TONBUL: 2026 TO MIRROR A CHALLENGING 2025

Burak Tonbul says 2025 challenged tourism despite strong numbers, predicts a similar 2026, and confirms a new Aegean partnership with Dertour. Burak Tonbul, Chairman of the Board of Diana Travel—one of Türkiye's most established tourism companies—shared his assessment of key sector developments with Turizm Ekonomi, sister B2B portal of Türkiye Travel News.

Speaking to Turizm Ekonomi News Editor Savaş Daş, Tonbul said 2025 has been a challenging year for tourism professionals due to hotel and airline pricing policies, mounting cost pressures, and exchange rate dynamics. He noted that

2026 is likely to resemble 2025 in many respects. Tonbul also announced that Diana Travel will handle the incoming operations of Germany's second-largest tour operator, Dertour, in the Aegean region, covering Dalaman, Bodrum, and Izmir.

2025 LOOKED GOOD ON PAPER BUT WAS EXTREMELY CHALLENGING

Tonbul emphasized that while the 2025 season appears strong in terms of numbers, it proved extremely difficult for industry players. He explained that a promising early booking period lost momentum when hotels withdrew early booking discounts, leading to a sharp slowdown in reservations. "Bookings virtually came to a halt. This pushed us out of a competitive position and caused customers to look elsewhere," he said. Apart from the early Easter holiday period, the sector struggled significantly in April and May, extending even into mid-June.

SOME CAPACITIES WERE INSUFFICIENT, SOME ROUTES WERE CANCELLED

Tonbul pointed out that airlines, like hotels, faced serious challenges, operating with substantial gaps until nearly the end of June. "Until almost July, airlines were flying with load factors of 75–80 percent, which is a major problem for any carrier," he noted. As a result, some capacities were reduced and certain routes were removed altogether.

FAMILIES ARE THE MOST BUDGET-LOYAL CUSTOMERS

According to Tonbul, demand recovered after June 20 as prices adjusted downward. He stressed that Diana Travel's core customer base consists mainly of families, who are highly loyal to their holiday budgets. "If a family allocated €5,000

for a holiday this year, they cannot suddenly spend €8,000 next year—maybe €5,500 or €5,700 at most," he said. While acknowledging that economic conditions limited flexibility, Tonbul underlined a key principle: "The most expensive hotel bed and airline seat in the world is the empty one." With price adjustments, he added, the remainder of the season through late November performed well in numerical terms.

LARGE GAPS ON AIRCRAFT WERE NOT SUSTAINABLE

Commenting on Jet2's decision to cut routes and frequencies to Türkiye for the 2026 season—particularly to Dalaman—and its limited Türkiye planning at its new Gatwick base, Tonbul said the move was not coincidental. "Jet2 is a company that has invested heavily in Türkiye and needs to see returns on that investment," he said. "Significant gaps emerged on aircraft, and that is not sustainable. This is less a 'capacity cut' and more of a necessary adjustment. If demand returns, I am confident capacity will be restored."

JET2'S GATWICK PLANNING IS NOT A NEGATIVE SIGNAL

Tonbul also noted that Gatwick is a major hub for EasyJet, which operates around 90 aircraft from the airport and already offers extensive flights to Türkiye, including Dalaman. "Jet2's limited seat allocation does not mean reduced overall connectivity to Türkiye from Gatwick," he said.

2026 WILL NOT BE VERY DIFFERENT FROM 2025

Looking ahead, Tonbul identified the start of the 2026 season as the main risk, citing the absence of public holidays in April and May. However, based on current booking trends, he does not expect a fundamentally different year. "There is demand and reservations are coming in. Facilities that sold well in 2025 are selling well



Burak Tonbul, Chairman of the Board of Diana Travel

again. Unless there is an unforeseen development, 2026 will be similar to 2025," he said.

HOTELIERS WILL NOT REPEAT THE SAME MISTAKE

Tonbul believes hoteliers will avoid withdrawing early booking discounts as they did in 2025. "Everyone was burned by that decision," he said, adding that Easter falling in March will make April particularly difficult, while winter demand remains weak and hotel openings are limited due to renovations required by new regulations.

SHORTER STAYS AND GROWING CURRENCY PRESSURE

Tonbul highlighted economic pressures as the industry's biggest challenge in 2025. Average length of stay fell by about one day, while exchange rate and inflation pressures intensified. "Based on what we see, the same issues will continue into the new year. There is no increase in length of stay and no favorable shift in economic indicators," he said.

DIANA TRAVEL'S PERFORMANCE AND PARTNERSHIPS

Tonbul stated that Diana Travel met its

2025 plans and did not experience a poor year numerically. He explained that the cooperation agreement with Alltours—originally set to run until April 2027—was terminated at Alltours' initiative after the tour operator established its own incoming company. During Diana Travel's tenure, Alltours' Türkiye guest numbers increased from 220,000 in 2024 to 416,000.

EASYJET HOLIDAYS TO CONTINUE DOUBLE-DIGIT GROWTH

Tonbul said EasyJet Holidays, Diana Travel's UK partner, remains a strong, young, and profitable company. While the UK market overall may remain stable, EasyJet Holidays is expected to increase its market share. "All our planning, contracts, and purchasing are based on double-digit growth, and current booking flows are in line with these projections," he said.

WE PARTNERED WITH DERTOUR IN THE AEGEAN

In the German market, Tonbul noted that there is currently no partnership on the scale of Alltours. However, Diana Travel has entered into a new cooperation with the Dertour Group. "At this stage, Diana Group represents Dertour in Dalaman, Bodrum, and Izmir," he concluded.



Burak Tonbul, Chairman of the Board of Diana Travel

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ITO FAIR-HOTEL COLLABORATION MODEL

- Joint fair calendar.
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THE PIONEERS OF THE TOURISM SECTOR MET AT ACE OF MICE



The world's most prestigious award ceremony in the MICE sector, Masters of Events by ACE of M.I.C.E. Awards 2026, hosted one of the most striking gatherings of the year with a magnificent gala night held at Elexus Hotel & Resort & Spa. From the red carpet to stage shows, from lighting design to the visual atmosphere, every detail provided guests with an award night experience at international standards.

With the participation of a distinguished group of guests including Deputy Prime Minister of the Turkish

Republic of Northern Cyprus (TRNC), Minister of Tourism, Culture, Youth and Environment Fikri Ataoğlu, TRNC Minister of Finance Özdemir Berova, Dream Project Board Member and CEO Volkan Ataman, and Jolly Chairman of the Board Mete Vardar, the night virtually turned into a parade of celebrities. Camera flashes, guests competing in elegance, and the impressive atmosphere extending to the stage transformed Elexus into the most prestigious address in Northern Cyprus that night.

THE EVENT GENERATED 20 BILLION DOLLARS

The MICE sector, which includes meeting, congress, and event tourism, provided the largest contribution to tourism revenues projected at 64 billion dollars in 2025. The sector, which generated 20 billion dollars in revenue in 2025, grew by 3 points compared to the previous year, while per capita spending reached 3 thousand



dollars. With the global recovery, the MICE sector is expected to reach 35 percent of tourism revenues in 2026. The ACE of MICE event organized by Dream Project plays an important role in this growth. Held in the TRNC for the fourth time this year and bringing together sector professionals for the 23rd time, the event was carried out at Elexus Hotel.

While 600 professionals from 410 companies participated in the organization, more than 4 thousand B2B meetings were held over two days and the sector's 2026 roadmap was discussed. Speaking at the press conference held before the event, TRNC Deputy Prime Minister, Minister of Tourism, Culture, Youth and Environment Fikri Ataoğlu said that the Island Cyprus Project has yielded concrete results. Ataoğlu said, "We hosted 2 million tourists in 2024. The number of visitors coming from Türkiye increased by 400 thousand in 2025 to 1.6 million. This year, we expect it to exceed 2 million with a 50 percent increase."



DIMITRIS MANIKIS: OUR STRONG PRESENCE IN TÜRKİYE SUPPORTS OUR REGIONAL GROWTH

Dimitris Manikis, President of EMEA at Wyndham Hotels & Resorts, stated that Türkiye is not only a key growth market for the company but also a country closely monitored on a global scale. He emphasized that Wyndham's strong presence in Türkiye also supports its expansion across neighboring markets.

Manikis noted that the company operates approximately 8,300 hotels worldwide under the Wyndham umbrella, including around 130 properties across Türkiye. "This growth has been made possible through the mutual trust we have built with our partners. Trust is the cornerstone of the franchise model," he said. Wyndham Hotels & Resorts is currently the world's largest hotel franchising company by number of properties and the largest international hotel operator in Türkiye. Highlighting Türkiye's strategic importance, Manikis described the country as not only a significant growth market for Wyndham but also a gateway to surrounding regions such as the Middle East, the Balkans, and the Commonwealth of Independent States. "We hold leading positions in markets such as Georgia, Uzbekistan, and Kazakhstan. Our success in these markets is supported by our strong presence in Türkiye. Our franchise partners are expanding the brands they know from Türkiye into their home countries. Türkiye should be viewed not only in terms of domestic

investment, but also in terms of the domino effect it creates," he said.

TÜRKİYE CONTRIBUTES SKILLED TALENT TO THE GLOBAL HOSPITALITY INDUSTRY

Manikis also underlined that Türkiye plays a key role in supplying well-trained professionals to the global hospitality sector. "Hospitality is embedded in Türkiye's DNA. When I first started my career, most hotel general managers worldwide were Swiss, German, French, or British. Today, many general managers and department heads trained in Türkiye are leading



Dimitris Manikis,
President of EMEA
at Wyndham
Hotels & Resorts

hotels in other countries," he said. He added that the company's corporate team in Türkiye provides support to hotels in neighboring markets in areas such as sales, marketing, and operations.

GROWTH CONTINUES IN THE MID-SCALE RESORT SEGMENT

Manikis pointed out that luxury properties represent only 15 percent of hotels worldwide. "While we continue to grow in the luxury segment with brands such as Wyndham Grand and Dolce by Wyndham, we remain focused on the mid-scale segment, which represents the majority of the global market. Türkiye holds significant potential across all these different segments," he said.

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TÜRKİYE TOPS 2025 TOURISM REVENUE TARGET, FOREIGN ARRIVALS HIT RECORD

Türkiye exceeded its official tourism targets in 2025, posting record revenues of over \$65 billion despite reservation losses linked to regional conflicts, climate-driven seasonal shifts and an April earthquake in Istanbul, official data showed on Friday.



According to the Culture and Tourism Ministry, Türkiye welcomed record 52.78 million foreign tourists in 2025, up 0.3% year-over-year, while total visitor numbers rose 2.7% to a new all-time high of 63.94 million. Data released by the Turkish Statistical Institute (TurkStat) showed tourism revenues increased 6.8% to \$65.23 billion, surpassing the government's Medium-Term Program (OVP) target of \$64 billion. The industry plays a critical role in narrowing Türkiye's current account deficit. The government had aimed for 65 million total visitors and \$64 billion in tourism income for 2025. Foreign arrivals hit 52.6 million last year, surpassing the previous record of 49.2 million in 2023. The total number of visitors stood at 62.3 million in 2024. Treasury and Finance Minister Mehmet Şimşek said the 2025 performance in both tourism and exports continued to support the government's goal

of achieving a sustainable current account balance.

RECORD HIGHS DESPITE ADVERSE SHOCKS

Culture and Tourism Minister Mehmet Nuri Ersoy said the tourism revenues have surpassed the long-awaited \$65-billion threshold. "The 2025 figures marked the highest tourism revenue and visitor numbers in the history of the Republic," Ersoy said. "Despite regional wars, including tensions between India and Pakistan and between Israel and Iran, seasonal disruptions caused by global warming, and reservation cancellations following the Istanbul earthquake in April, we managed to close 2025 above 2024 levels," he added. He added that swift policy responses and market diversification helped offset losses in bookings and demand during the year. For 2026, Ersoy said Türkiye is targeting \$68 billion in tourism

revenue, implying growth of more than 4%. He said the government expects double-digit growth in both core and long-haul markets, naming Russia, Spain, Italy, Ireland, the United States, Canada, China, Japan and South Korea. According to ministry data, Russia remained Türkiye's largest source market in 2025 with 6.9 million visitors, followed by Germany (6.75 million) and the United Kingdom (4.27 million). The TurkStat data showed that average spending per visitor rose 3.7% to \$1,008 in 2025, while nightly spending reached \$100, up from \$96.5 in 2024. Şimşek attributed the increase to the policies "aimed at spreading tourism across all four seasons and different areas." Tourism is a vital industry that Türkiye relies on to help flip its chronic current account deficit to a surplus. The sector contributes about 10% to Türkiye's gross domestic product (GDP) and accounts for about 5% of total employment.



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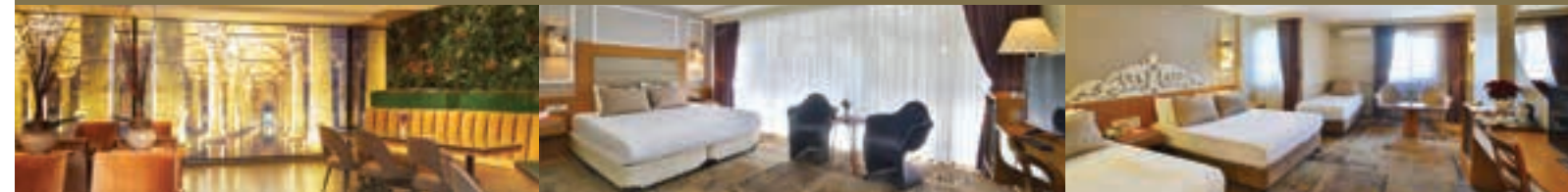
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TÜRKİYE HAS STRONG VOICE IN GLOBAL TOURISM

Türkiye has become an influential actor in shaping global tourism policies and investment decisions, as it relentlessly pursues a \$68 billion revenue target for this year through a strategic focus on new growth objectives, according to Culture and Tourism Minister Mehmet Nuri Ersoy.

Speaking to tourism investors in Istanbul, Ersoy underlined that Türkiye has developed strong crisis-management capabilities in recent years amid the escalating global economic, political and geopolitical uncertainties. He said this resilience has had a direct and positive impact on the tourism sector and the overall investment environment. "We continue to advance

steadily toward our goal of spreading tourism across all 12 months and all of the country's 81 provinces, scaling every milestone with record-breaking success stories," Ersoy said. Reflecting this momentum, the minister highlighted several major cultural and tourism investments. In the southeastern province of Diyarbakır, a former prison will be transformed into a multifunctional cultural center

featuring a museum, theater and conference halls, workshops, a library and outdoor event spaces. In the Mediterranean province of Antalya, the city's main museum will be redeveloped in line with contemporary museology standards to become a regional cultural hub, while the Hatay Archaeology Museum is set to reopen following restoration and a renewed exhibition layout.



COP31 ANTALYA

Küresel İklim Zirvesi



COP31 EXPECTED TO DIVERSIFY ANTALYA'S TOURISM, EXTEND SEASON

The 31st Session of the Conference of the Parties to the U.N. Framework Convention on Climate Change (COP31), will take place in Antalya from Nov. 9 to Nov. 20, 2026. Antalya, which welcomed a record 17.12 million foreign tourists last year, already hosts major events every year.

However, this year is expected to see three notable international conferences in the popular tourism hub, which in turn is expected to boost its appeal, and sector representatives hope to again see similar figures. In addition to tourism, the city has become an international meeting point for diplomacy, science, weddings, congresses, and environmental policy. Alongside the COP31 talks in November, the city will this year host the "5th Antalya Diplomacy Forum (ADF2026)" and the "77th International Astronautical Congress (IAC)."

At the Antalya EXPO Center, visitors from 196 countries will gather at the same table to discuss climate issues, while many events will take place across the city at the same time. The congress will address key topics such as climate change, greenhouse gas reduction targets, sustainability and environmental policy. It is expected

to diversify tourism in the city and extend the tourism season, as it coincides with a period when activity normally slows.

Kaan Kaşif Kavaloğlu, president of the Mediterranean Touristic Hoteliers and Operators Association (AKTOB), COP31 in Antalya is a highly strategic step for Türkiye's international position. Kavaloğlu noted that Antalya hosts millions of foreign tourists every year and said they are preparing to welcome more than 17 million tourists again this year.

Emphasizing that COP31 is one of the largest global organizations, Kavaloğlu said: "I spoke at COP28 in Dubai in the United Arab Emirates and represented our country there. COP29 in Baku, the capital of Azerbaijan, coincided with the Tourism Resort Congress. COP30 was held in Brazil. Türkiye was one of the candidate countries, next to Australia and Germany. We succeeded in having COP31 awarded to our

country." Moreover, Kavaloğlu expressed that many heads of state are expected to attend the climate congress and that participation will be very high. He stressed that congress tourism contributes to diversifying tourism and added that it was valuable that the EXPO area, which had been left idle, would be re-evaluated due to the congress.

Kavaloğlu concluded by saying they are proud to have contributed to bringing the congress to Türkiye, expressing optimism about its effects on the future. "This major congress will extend the tourism season for this year, but what really matters are the follow-up meetings that come afterward," he remarked. "Antalya will host one of the world's major congresses. Holding the world's biggest events of this kind in Antalya and Türkiye offers significant marketing benefits for tourism," he added.

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ISTANBUL HOLDS VAST UNTAPPED POTENTIAL IN CONGRESS TOURISM

Türkiye's congress tourism activity is concentrated largely in Istanbul and Antalya, but Istanbul's potential is far greater than its current performance, according to Bahadır Yaşık, a member of the Board of Directors at the Istanbul Chamber of Commerce (ITO) and Vice President of the Istanbul Convention and Visitors Bureau (ICVB).



Bahadır Yaşık said that research shows Istanbul has the capacity to rank fifth in the world for congress tourism. "Right now, Istanbul ranks 20th. Yet in terms of potential and infrastructure, it is actually in the

top five globally," he said. He explained that this potential stems from the city's extensive meeting facilities, accommodation capacity, transportation network and rich social programs.

Bahadır Yaşık, a member of the Board of Directors at the Istanbul Chamber of Commerce (ITO) and Vice President of the Istanbul Convention and Visitors Bureau (ICVB), emphasized that despite this strong foundation, Istanbul captures far less market share than it could. "If Istanbul rises to the fifth place it deserves, the city could generate around \$10 billion in additional revenue," he noted. He also highlighted Antalya's strong position in the sector, supported by its all-inclusive hotels and large conference halls. Congress tourism brings significant economic value to the cities that host such events, Yaşık said. Underscoring the high added value of the sector, Bahadır Yaşık said: "In congress tourism, per-capita tourism income can reach \$3,000. It is also a type of tourism that fills our low-season periods."



Bahadır Yaşık



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Istanbul Tourism Fair is a candidate for the world's top three

The Istanbul Tourism Fair (ITF) will bring together global tourism professionals for the fourth time on September 24–25, 2026, at the Yenikapı–Eurasia Show and Art Center. Having entered the radar of 2,200 global giants from 150 countries, the fair will shape the future of the sector by bringing together 17,000 professionals and buyers managing budgets worth billions of dollars in Istanbul.

A global survey conducted prior to ITF, organized by Dream Project, once again confirmed Turkey's appetizing position in the global tourism market. According to the survey conducted with 10,000 professionals from 150 countries, 21% of the participants represent companies managing budgets of over 5 million dollars, while 58% represent companies managing budgets exceeding 250 thousand dollars.

8 thousand critical meetings in 10 thousand square meters

The fair, which will be set up on a massive 10,000-square-meter area at the Yenikapı–Eurasia Show and Art Center, will host 345 participating companies. The organization will not only be an exhibition area but also a giant trade platform. More than 8,000 B2B (business-to-business) meetings to be held over two days will lay the foundations of the 2027 tourism season starting today. The Tourism Summit, to be held

simultaneously with the fair, will bring 83 domestic and foreign experts to the stage under 17 different topics. From the MICE industry to luxury tourism trends, from the CIS market to Egypt destination analyses, everything will be discussed.

The sector united: Target Top 3

Volkan Ataman, Board Member and CEO of Dream Project, said, "With the creative and visionary structure of the Istanbul Tourism Fair, its planned growth, qualified buyer profile, the unification of all associations and NGO presidents in the Turkish tourism sector around ITF, their full support and strong collaborations, we are turning it into a permanent brand on the world tourism calendar. Our goal is to position the Istanbul Tourism Fair among the world's top three tourism fairs in a short time."

TÜROB Chairman of the Board Müberra Eresin: We aim to move it among the top 3 fairs

The Istanbul Tourism Fair has become

the first fair to bring together tourism NGOs, associations, and their presidents on the same platform. With this strength and vision, we aim to move the Istanbul Tourism Fair among the top three fairs in the world tourism sector.

TÜRSAB Vice Chairman of the Board Davut Günaydın: We stand by the Istanbul Tourism Fair

As the Association of Turkish Travel Agencies, we stand by the Istanbul Tourism Fair with all our strength so that it becomes one of the world's three largest tourism fairs.

Visitors Bureau (ICVB) Vice Chairman Bahadır Yaşık: We support the Istanbul Tourism Fair

As ICVB, we support the Istanbul Tourism Fair with all our strength. We will host the decision-making authorities of international congresses as strong buyers within the scope of the Istanbul Tourism Fair.



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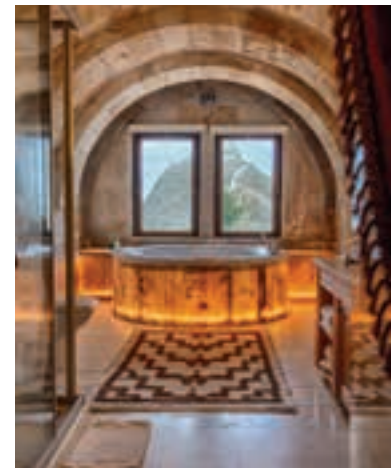
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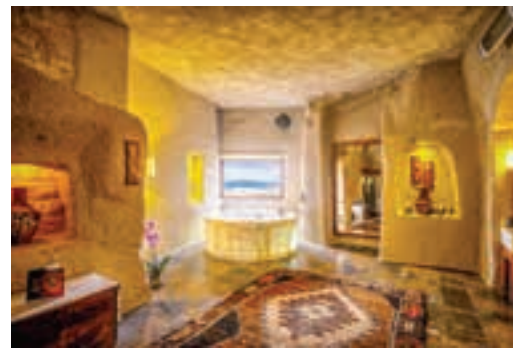


Museum Hotel; A unique cave hotel with a unique living-museum concept

Situated in a very special geographic region in Cappadocia, Museum Hotel has been designed and created from a distinctive combination of the land and historical features and ruins, some intact and some beautifully restored to their original glory. The hotel features 34 rooms & suites—each of them

exceptional in their own inimitable way. No room can be alike, with each bringing its own special ambiance, contributing to Museum Hotel's evident character and charm. Steeped in thousands of years of history, there is a magical feel to the hotel. Our unusual 'living museum' concept means our cave rooms and specially restored

traditional rooms are all decorated with priceless antiques and feature stunning views of Cappadocia—just some of the elements that go to make Museum Hotel... well, unique! As evidence of this, Museum Hotel is the only hotel in Türkiye invited into the family of luxury hotels and special dining establishments that comprise Relais & Châteaux.



ALTIN LİDER ÖDÜLLERİ 2025 EN BEĞENİLEN CEO



JOLLY CEO MERT VARDAR RECEIVED THE "GOLDEN LEADER" AWARD

At the Golden Leader Awards 2025, one of Turkey's most prestigious leadership organizations in the business world, Jolly Vice Chairman of the Board and CEO Mert Vardar won the Golden Leader Award by being ranked among "Turkey's Most Admired CEOs" through the votes of the business community. Vardar received his award at the CEO Gala Night held on the evening of February 12, 2026, at Mandarin Oriental Bosphorus in Istanbul.

In the voting process conducted across Turkey, with more than 85,000 valid votes cast, the winning leaders were determined directly by the evaluation of the business world. In this respect, the Golden Leader Awards represent a broad-based endorsement of leaders' vision, reliability, and sectoral influence.

STRONG RECOGNITION THROUGH THE VOTES OF THE BUSINESS WORLD

The Golden Leader Award was presented to Mert Vardar in line with his visionary leadership approach in the tourism sector, sustainable growth strategies, digital transformation investments, and the importance he places on corporate culture. Under Vardar's leadership, Jolly carried out a transformation process that quickly adapted to changing travel dynamics, placed customer experience at the center, and positioned technology as a strategic lever. This approach increased the brand's competitiveness

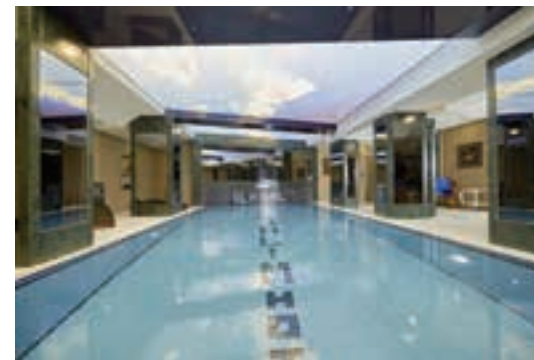


both nationally and internationally and enabled it to achieve a strong position in the sector.

Speaking at the award ceremony, Mert Vardar said, "Being deemed worthy of this award through the votes of the business world is a great honor for me. The tourism sector is an area that requires speed, flexibility, and continuous renewal. As Jolly, we see sustainable growth, digitalization, and a people-oriented management approach among our core priorities. This award is not only an individual achievement; it is the result of the collective effort of our strong team that produces and succeeds together." The Golden Leader Awards highlight criteria such as trust, impact, and vision in leadership by determining Turkey's most admired CEOs, CFOs, CMOs, and CHROs through the direct participation of the business world. Mert Vardar being deemed worthy of the Golden Leader Award demonstrates that a leadership approach focused on sustainable growth and transformation in the tourism sector has found strong recognition within the business world.



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Türkiye stands out as top overseas destination for travelers in 2026

Türkiye has once again moved to the top of overseas travel plans for Russian tourists, as early bookings for the 2026 spring and summer season have surged to record levels. The sharp rise in advance reservations has reinforced the country's position as the most preferred foreign destination, putting it well ahead of competing markets.



This growing momentum reflects a broader recovery in outbound travel demand from Russia, with Türkiye standing out due to a combination of accessibility, accommodation quality, and flight availability.

EARLY BOOKINGS SIGNAL STRONG POST-PANDEMIC RECOVERY

Industry data shows that early reservations for the 2026 season have nearly tripled compared with the previous year. Tour operators have indicated that this surge represents the highest level of advance demand recorded since the pandemic period, pointing to a strong rebound in international travel confidence.

Alongside tour bookings, hotel and accommodation reservations have also picked up pace. By the end of the year, reservation volumes in this segment were reported to be close to doubling year on year, underlining the depth of demand rather than a short-term spike.

FLIGHT OPTIONS AND ACCOMMODATION STANDARDS DRIVE DEMAND

According to tourism sector assessments, expanded flight options between Russia and Türkiye have played a decisive role in shaping travel choices for 2026. These improved connections, combined with high accommodation standards, have encouraged Russian travelers to lock in their holiday plans earlier than usual.

Tour operators have noted that these factors have helped shift travel routes decisively toward Türkiye, especially for the peak spring and summer months, when demand traditionally intensifies.

VISITOR NUMBERS HIGHLIGHT TÜRKIYE'S LEADING POSITION

Türkiye's dominance is also reflected in recent visitor data. In the first eleven months of 2025, the number of Russian tourists visiting the country reached 6.67 million, marking a year-on-year increase of 2.6%. This steady rise has strengthened expectations that Türkiye will remain the top overseas destination for Russian travelers in the coming season.



PRONTOTOUR ANNOUNCED ITS 2025 TOURISM REPORT

The 2025 Tourism Report prepared by Prontotour based on more than 48,000 reservations clearly revealed the rise of outbound cultural tours, increasing interest in visa-free destinations, and travelers' expectations for security, quality guiding services, and well-planned programs.



Prontotour, the leading tour operator brand shaping Turkey's travel trends, announced its 2025 Tourism Report. According to the report, which analyzed data from more than 102,000 passengers and 118 different destinations, the increase in demand for outbound cultural tours in 2025 drew attention.

In particular, the Balkans, Egypt, Japan, and Tropical seas received intense interest in 2025. Paris, Rome, and Barcelona once again became favorites among couples. Budapest took the podium from Prague, last year's champion, as the most visited city. The Queen ships of the British Cunard Line company, known as the "Ship of Queens," continued their rise as the shining star of 2025. The figures underlined that 2025 was the "year of

outbound holidays."

The report, prepared with data from more than 48,000 reservations, showed that in 2025 Turkish travelers turned their direction abroad. The findings of the report indicate that Prontotour guests now seek not only to travel but also a reliable, well-planned, and strongly guided credible experience. Despite the difficulties in visa procedures, the desire to travel abroad did not decrease, while demand for visa-free regions increased significantly. Travelers going abroad preferred the Balkans, Egypt, Italy, and Central Europe respectively, while those choosing domestic tours favored GAP, the Black Sea, and Cappadocia. The coach-operated Grand Scandinavia tour was recorded as the route with the most wheels

turning. The Venice Carnival also became the most popular event with intense interest.

According to the report, the busiest travel period was Eid al-Adha, while the majority of purchases were made through the call center. The summer months were the season with the highest number of travelers, and tours departing from Izmir and Ankara were among the fastest-growing categories compared to the previous year. In 2025, families with children particularly preferred visa-free sea routes. In social media messages from travelers, the Maldives and Zanzibar were the most demanded long-haul sea packages, while Sharm and Budva were the other most demanded sea packages with affordable budgets. In 2025, Morocco, Dubai, and Benelux tours also ranked high.



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ERKAN YAĞCI: TÜRKİYE BEATS ODDS IN TOURISM

Despite geopolitical tensions, Türkiye managed to achieve record-breaking figures in the tourism sector last year, according to a head of the leading tourism non-profit association. Türkiye welcomed 64 million tourists and earned \$65.2 billion (TL 2.84 trillion) in revenue in 2025, both figures up from the previous year despite geopolitical challenges in the region, Turkish Hoteliers Federation (TÜROFED) President Erkan Yağcı.

Yağcı said Türkiye is "a truly powerful tourism country in the world," according to the remarks of the interview published, mentioning that the number of tourists grew 3% and tourism revenue surged 7% in 2025 compared to the previous year. "2025 was a year when we achieved the highest tourism figures," he said, explaining that it was a successful year "both in terms of the number of people and revenue." He also drew attention to the fact that Türkiye became the fourth-most-visited country in the world, suggesting this "was a significant achievement." "While we're aware of the geopolitical challenges facing our region, we kicked off 2026 with hope, and we believe we'll close out this year with figures slightly above last year's,"

he further said. "The Turkish tourism sector is a crisis-resistant business, and as long as we do our best, we will once again achieve record revenue and tourist counts." Yağcı also said the goal is to "spread tourism over 12 months and across all regions" to ensure tourists also visit the winter and off-season in addition to the summer.

FOCUS ON ANTALYA

"Efforts are underway in different areas like sports and conference tourism, as we aim to boost the number of tourists in winter as well," he said, noting that conference tourism is more prominent in the winter and spring seasons, while the resort city of Antalya in the country's southwest hosts numerous national and international events every year. He mentioned that this year the city

will hold the Antalya Diplomacy Forum (ADF) 2026 on April 17-19, the 77th International Astronautical Congress (IAC) on Oct. 5-9, and the U.N. climate change conference COP31 on Nov. 9-20. "It is significant that such prestigious events will be held in the Turkish tourism capital," he said. "Antalya is also one of the top 10 cities in the world in terms of tourist capacity," he added. Other tourism representatives have also voiced the significance of all these events being organized in the same year in Antalya. Tourism is a vital industry that Türkiye relies on to help flip its chronic current account deficit to a surplus. The sector contributes about 10% to Türkiye's gross domestic product (GDP) and accounts for about 5% of total employment.



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TÜRKİYE SEEKS TO EXPAND SPORTS TOURISM BEYOND FOOTBALL

Türkiye is taking significant steps to diversify its sports tourism sector, moving beyond football to embrace cycling, winter sports and other disciplines.



By leveraging its world-class facilities and expanding into multiple sports, the country aims to position itself as a year-round hub for international sports tourism. Nida Kiraz, President of the Turkish Sports Tourism Association, emphasized that the initiative will cover 12 different sports, aiming to showcase Türkiye's full potential to the global market. Kiraz announced that Antalya will host Europe's largest sports tourism fair from May 31 to June 3, bringing together some of the world's leading sports companies. He highlighted that sports tourism plays a crucial role in sustaining employment during the

winter months, ensuring hotels remain open year-round and providing staff with continuous work opportunities. Traditionally considered the "dead season," December through February now sees a surge in athlete arrivals, contributing positively to the economy, he said. Globally, sports tourism accounts for 10 percent of total tourism activities, while its share in Türkiye stands at just 1.5 percent, according to Kiraz. Kiraz stressed Türkiye must claim a larger portion of this market, with both the government and private sector working in collaboration to achieve this goal. He pointed to Türkiye's diverse

facilities, from Erzurum's winter sports centers and Konya's velodrome to Samsun's Olympic complexes and ski resorts in Erciyes and Uludağ, all of which are being promoted to attract international athletes. Cycling, in particular, is experiencing rapid global growth, and Antalya is emerging as a key destination, he said. Kiraz revealed that in 2026, the city will host three major events: Tour of Antalya, Gran Fondo and Padelia. He noted that cycling will make a substantial contribution to sports tourism in the region. Golf is also thriving, with courses fully booked and playing an important role in boosting winter tourism.



TIME TO DISCOVER





HILTON GROWS TÜRKİYE FOOTPRINT WITH 5 NEW HOTEL SIGNINGS

Hilton has announced a significant expansion of its presence in Türkiye, signing five new hotel agreements spanning four brands and reaffirming its long-term commitment to one of its most strategically important markets.

Building on more than 70 years of operations in the country, the latest deals underline Hilton's confidence in Türkiye's tourism strength, growing business travel demand, and rising appetite for lifestyle hospitality concepts. The new agreements broaden Hilton's footprint in key destinations—particularly Istanbul, Antalya, and the industrial hub of Kocaeli—while strengthening both its flagship and focused-service offerings.

A central theme of Hilton's announcement is the continued momentum of its lifestyle portfolio, which accounts for roughly 20% of the company's development pipeline in Türkiye. Two additional projects under the Tapestry Collection by Hilton brand are planned for

Istanbul, further boosting this segment. The company says that lifestyle hotels—often defined by design-forward spaces, locally inspired storytelling, and neighborhood integration—are increasingly resonating with travelers seeking authentic experiences tied to place. The new deals indicate Hilton's intention to meet this demand while also expanding the reach of trusted brands such as DoubleTree by Hilton and Hilton Garden Inn across the country.

Hilton Antalya City Centre , DoubleTree by Hilton Istanbul Maçka, Tapestry Collection by Hilton, Hotel Istanbul Şişli, Tapestry Collection by Hilton and Hilton Garden Inn Kocaeli Dilovası.



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Antalya tops 17 million tourists, marks another record year

Türkiye's leading holiday destination Antalya ended 2025 with a new visitor record, welcoming a total of 17.12 million tourists, according to Culture and Tourism Minister Mehmet Nuri Ersoy.

This marks the second consecutive year of record-breaking arrivals, following the milestone achieved in 2024. Ersoy noted that the number of visitors to Antalya increased by 117 percent compared to the previous year, emphasizing that tourist activity was spread evenly throughout the year. He highlighted that Russia, Germany and the United Kingdom ranked as the top three countries sending the most visitors to the city in 2025. The minister underscored that these figures reaffirm Antalya's strong position in international tourism.

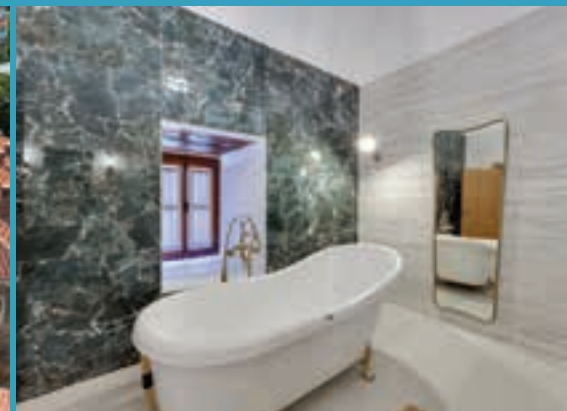
Meanwhile, Pamukkale — listed as both a cultural and natural heritage site by UNESCO — attracted 2.3 million visitors in 2025. With its famous travertine terraces, the ancient city of Hierapolis, thermal tourism facilities, hot air balloon rides and paragliding



activities, Pamukkale drew significant interest not only from domestic travelers but also from international tourists, particularly from Europe and the Far East. The number of visitors

to Pamukkale exceeded twice the population of Denizli, which stands at 1.06 million, further highlighting its global appeal as one of Türkiye's most iconic destinations.

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GLOBEMEETS B2B NETWORKING EVENT 2026

10-11 September Rixos Tersane Istanbul



CORAL TRAVEL GROUP WILL HOST 1 MILLION TOURISTS IN EGYPT

Hosting 850 thousand guests in Egypt in 2025 from 15 different source markets, Coral Travel Group has set its 2026 target at 1 million guests. The share of Turks among the guests the group brings to Egypt is steadily increasing.



Egypt's Minister of Tourism and Antiquities Sherif Fathy Attia held a special meeting with Odeon Tourism Vice President Responsible for Destinations (COO) and General Manager of Odeon Tourism Ozan Somaklar, Odeon Tourism Egypt General Manager Yılmaz Kombak, and Coral Travel Turkey General Manager Mehmet Kamçı. Ahmed Youssef, CEO of the Egyptian Tourism Promotion Board, also accompanied the meeting, where Coral Travel and Odeon's active role in Egyptian tourism was shared.

STRONG GROWTH IN EGYPT

At the meeting, Odeon Tourism Egypt General Manager Yılmaz Kombak drew attention to Odeon Tourism's long-established presence and steady growth in Egypt. Odeon Tourism executives emphasized that after Türkiye, they host the most tourists in Egypt and that they are also one of the tourism groups bringing the highest number of tourists to Egypt. Stating that they hosted 850

thousand guests in Egypt in 2025 from 15 different source markets, Ozan Somaklar announced that their 2026 target is to host 1 million guests. Somaklar said, "We have been operating in Egypt for more than 25 years. Today, we provide destination services with over 500 contracted facilities and nearly 500 employees. In addition to our two headquarters offices, we aim to further strengthen our operational power with new offices we plan to open in Marsa Alam and Alamein. Egypt is at the center of our growth with its strong infrastructure, diversified destinations, and increasing demand."

THE TURKISH MARKET IS OF STRATEGIC IMPORTANCE FOR EGYPT

Mehmet Kamçı, on the other hand, drew attention to the importance of the Turkish market for Egyptian

tourism. Recalling President Recep Tayyip Erdoğan's remarks at the Closing Session of the Türkiye-Egypt Business Forum regarding the increasing interest of Turkish tourists in Egypt and the aim of making significant progress in this field, Kamçı emphasized that Egypt has become a new center of attraction for Turkish tourists. Kamçı said, "Türkiye is a very valuable source market for Egypt in terms of both volume and diversity. Among the guests we bring to Egypt from 15 source markets, Türkiye's share increases every year. We foresee that this momentum in demand will continue in the upcoming period as well. We continue our work in many areas, from flight capacity to product diversity, from new destinations to promotional activities. The Turkish market is one of the most important driving forces of our growth targets in Egypt."



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Azerbaijan is the partner country of GlobeMeets... To be held for the 4th time in Istanbul

The 4th edition of GlobeMeets, one of the world's leading B2B networking events, will be held on September 10-11 at Rixos Tersane Hotel Istanbul. Azerbaijan has been announced as this year's partner country of the event.

GlobeMeets B2B Networking Event, which brings together the tourism and travel sector with the right buyers and service providers, is preparing to bring sector professionals together once again in Istanbul with its 4th edition. The event, which will take place on September 10-11, 2026 at Rixos Tersane Hotel Istanbul, will feature Azerbaijan as the partner country. Having reached

a strong position on an international scale in a short time, GlobeMeets has begun to be recognized among the world's prestigious B2B networking organizations in just three years. In a statement made by the event organization, it was emphasized that Azerbaijan being designated as the partner country is an important indication of the trust placed in GlobeMeets.

INTEREST INCREASES EVERY YEAR

It was stated that the increasing participant interest each year motivates the organization team to produce more inclusive and more effective events. The statement noted that preparations for the 2026 edition are continuing rapidly.

MOST OF THE TABLES HAVE BEEN FILLED

Organization officials announced that 71 percent of the exhibitor tables have already been filled for the event to be held on September 10-11, 2026. This rate demonstrated the high demand for the event and the interest shown by the sector in GlobeMeets. The statement also thanked the buyer agencies, exhibitor participants, and sector stakeholders who contributed to the growth of the organization, and conveyed the message that the GlobeMeets vision will continue to be strengthened through cooperation.



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AAJANSTUNADESING



Tourism is no longer just selling rooms, but producing experiences and stories



Mehmet Sami Temim,
General Manager of
Opera Hotel Bosphorus

Mehmet Sami Temim, General Manager of Opera Hotel Bosphorus, stated that the journey of Opera Hotel Bosphorus is a story of transforming a brand. Emphasizing that Opera Hotel Bosphorus is not a classic city hotel, Temim said, "Our hotel is not just a tourist accommodation point. We position ourselves as an 'urban lifestyle' brand."

Mehmet Sami Temim, General Manager of Opera Hotel Bosphorus, said that the story of the hotel actually progresses in parallel with the story of Gümüşsuyu and the region.

FROM THE CITY'S MEMORY TO A LIFESTYLE TRANSFORMATION: THE JOURNEY OF OPERA HOTEL BOSPHORUS

Temim said, "The location where we are situated has a past that has taken place in the city's memory since the 1960s. This structure, which has witnessed different periods,

was completely rebuilt in 2012 and came to life with a modern city hotel identity. In 2020, we went through a comprehensive renovation process. This period was not only a physical renewal for us; it was also a breaking point where we redefined the brand identity."

Stating that 2025 is a separate turning point, Sami Temim said, "Opera Hotel Bosphorus being included in the Lifestyle collection of Preferred Hotels & Resorts has been a strong confirmation of our positioning on an international scale. For me, this journey is more a story of transforming a brand than managing a building.

BOUTIQUE SCALE, GLOBAL VISION: WHAT MAKES US DIFFERENT?

Our most important difference is not our scale, but our approach. We are a 75-room city hotel, but our vision is global. Our Bosphorus view and central location are among our strong advantages. Opera Hotel Bosphorus is not a classic city hotel. At the same time, it is not just a tourist accommodation point. We position ourselves as an 'urban lifestyle' brand." General Manager Temim continued his remarks as follows: "From music selection to lighting tones, from artistic touches to service language, every detail is part of a consciously constructed brand design. Thanks to our international network memberships and the right marketing strategies, we have strengthened our guest profile particularly in the European and American markets. This diversity has directly contributed to both our brand perception and our revenue performance.

75 ROOMS, ONE PURPOSE: A MEMORABLE EXPERIENCE

Opera Hotel Bosphorus is a 75-room lifestyle city hotel. In our rooms, we bring together modern lines, comfort, and



technology. Especially our Bosphorus-view rooms offer our guests special spaces where they truly feel Istanbul. In recent years, Opera Hotel Bosphorus has achieved significant success on international platforms in terms of service quality and guest satisfaction. Being awarded for three consecutive years by the World Luxury Hotel Awards is a strong indication of our sustainable quality approach. Of course, awards are a source of pride. However, for me, the real success is when the guest returns and recommends us. Creating sustainable brand value goes far beyond momentary achievements."

SUCCESS IN TOURISM BEGINS WITH THE HUMAN TOUCH

"Tourism is no longer just selling rooms, but producing experiences and stories. I especially believe in the importance of the human touch. Technology, systems, and data analysis are of course critical; however, the strongest factor determining guest satisfaction is still the human element," said Sami Temim, adding that a hotel's success is not only related to physical investments but also to how much leadership descends to the field.



WTTTC Chair Manzo: The world is watching Türkiye's achievements in tourism

World Travel & Tourism Council (WTTTC) Chair Gloria Guevara Manzo said that the world is closely monitoring Türkiye's achievements in tourism, emphasizing that the country has become a strong example of international growth in the sector.

Speaking at the opening of TIF 2026, Manzo noted that she previously served as a minister in her own country and that they consistently looked to Türkiye for best practices. "I was also a minister in my country, and we always looked at Türkiye to see how many great examples and outstanding practices were being implemented. You may not realize it, but the world is watching what you are doing and the developments you are putting into practice," she said. Manzo underlined that only a few countries have managed to achieve such successful international growth relative to their domestic economies — and that Türkiye is one of them. "These are very strong figures," she said. "Tourism contributes \$60 billion to the country's GDP. This is the result of diversity and the remarkable work you are doing. Very few countries in the world have been able to achieve this. Spain is one of them. But you are doing even better than Spain because your share is larger. We need to understand how you achieved this so other

countries can learn from you." She added that challenges are inevitable, as every crisis affects the tourism sector. "We must always be prepared. Ultimately, it is all about working together. Cooperation between the public and private sectors is crucial — and Türkiye has this," she said.

ONE IN 10 JOBS LINKED TO TOURISM TODAY

Manzo noted that today, one in every 10 jobs worldwide is linked to travel and tourism. By 2030, this figure is expected to rise to one in every nine jobs, with the sector projected to contribute \$15 trillion to the global economy. "In the coming years, we will see more tourists than in the past 50 years combined. So what are we going to do? How are we going to secure our share? We complement one another. Tourists increasingly demand multi-destination experiences. The key question is how we work together," she said.

She pointed out ongoing challenges, including border procedures, visa

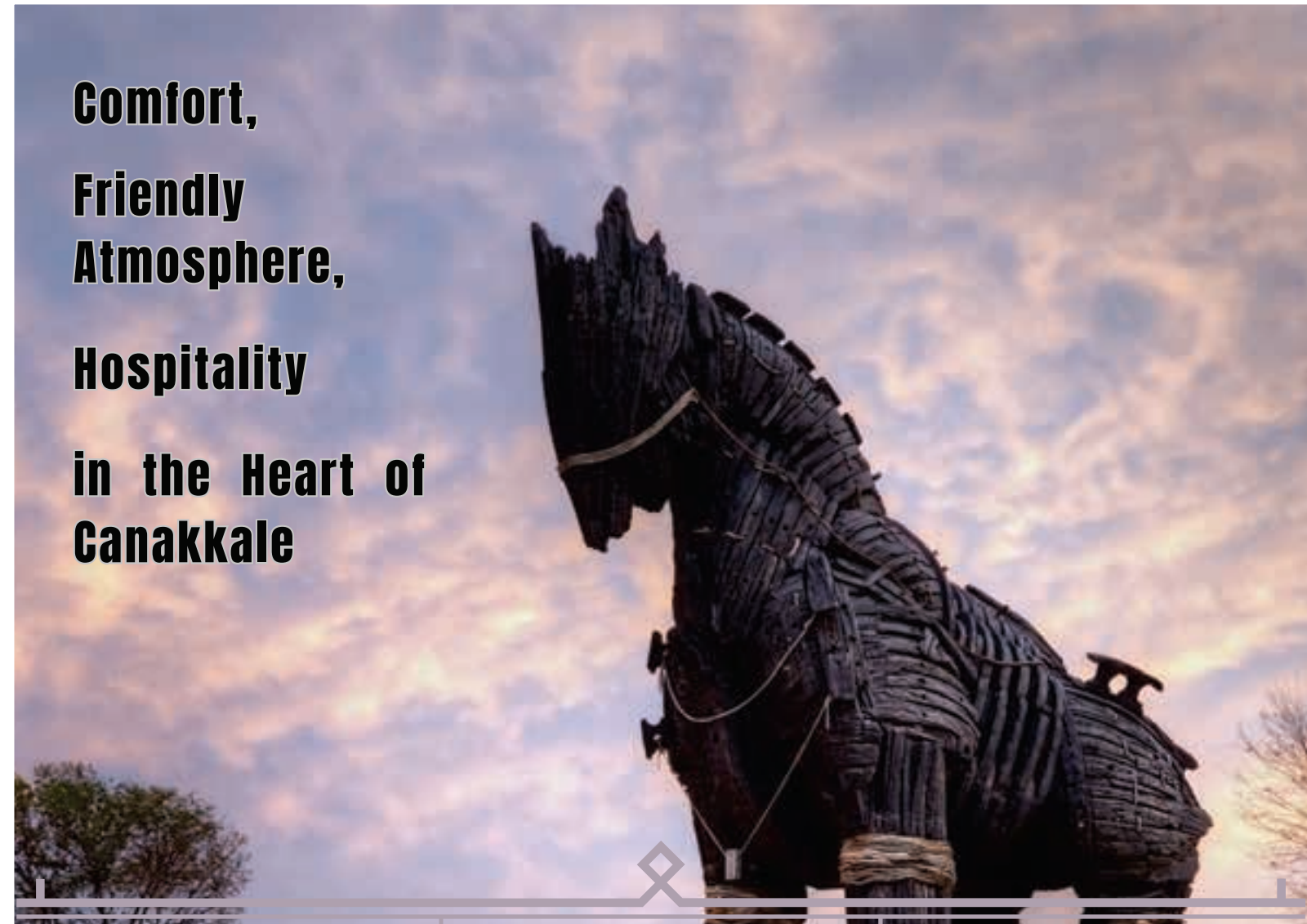
restrictions, and labor shortages. According to WTTTC research, 91 million new jobs are expected to be created over the next decade, but 43 million jobs remain at risk.

TÜRKİYE AS A STRONG EXAMPLE

Manzo stressed that public and private sectors must come together to overcome these challenges. "Why are we still waiting one hour and 45 minutes in immigration queues at airports? Why don't we have digital identities? In Asia, you can obtain a card and travel more easily to a new country with simplified visa procedures. Countries are investing in infrastructure. Türkiye is a good example, but we need to do more," she said.

She also raised the question of regional visa systems and seamless data-sharing in hospitality. "Why should I have to provide all my information again when I check into a hotel? Can't that data be transferred to create a seamless travel experience?" she asked.

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Strategic Management and Value-Oriented Consulting in Next-Generation Hospitality:

The L'Collection Model

The tourism industry is evolving faster than ever due to global economic fluctuations, changing guest profiles, and digital transformation. In this process, for investors, the priority is no longer just “opening a hotel,” but turning that facility into a sustainable, profitable business with high brand value.

At this point, L'Collection Hotel Management Consulting assumes the role of a “strategic solution partner” that goes beyond traditional operations, bringing a professional management model to the hospitality sector. From the earliest stages of investment—financial analysis and architectural planning to operational structuring and sales-marketing strategies—the company provides consultancy throughout all phases, ensuring that hotel projects are built on solid foundations. This system, customized according to the dynamics of each property, provides investors with both financial stability and long-term brand value.

THE FIRST STEP IN INVESTMENT: PROPER PLANNING BEGINS WITH THE RIGHT FINANCIAL STRUCTURE

At the core of L'Collection's management philosophy lies the principle that every investment must “begin with proper analysis.”

The success of a hotel investment is not determined merely by its location or architectural appeal, but by the integrated planning of financial feasibility, target audience, regional demand potential, and marketing strategy. For this reason, the consulting

process enables investors to use their resources efficiently and avoid misallocations that lead to wasted capital. The L'Collection team conducts detailed analyses based on the location and scale of each project to determine how much of the



Muhammet Cüntay,
Chairman of the Board, L'Collection

investment can be financed by the investor's own capital, what level of external funding is needed, and the expected return-on-investment period. This approach protects investors from short-term risks while ensuring long-term financial sustainability. The main reason many hotels fail is superficial analysis in feasibility reports. However, L'Collection supports every step of the investment with concrete data, providing significant advantages in both cost and time.

OPERATIONAL EXCELLENCE THROUGH PROFESSIONAL MANAGEMENT

For a hotel to succeed in the long run, being a good facility is not enough—it must also be managed well. L'Collection implements professional management systems in every operational layer of the facilities it consults. These systems cover everything from departmental structures and staff selection to revenue management and supply chain planning. Hotel management is not just about maintaining daily operations; it requires a management mindset that increases efficiency, balances costs, standardizes service quality, and maximizes guest satisfaction. L'Collection continuously monitors both operational and financial performance through customized control mechanisms for each property. In this way, hotels minimize unnecessary expenses while achieving growth through revenue-boosting strategies. Especially in the post-pandemic period, evolving guest expectations, contactless service applications, and digital operational tools have made professional consultancy indispensable in hotel management. In this transformation, L'Collection has distinguished itself by embracing digitalization not merely as a technological upgrade, but as a management philosophy.



Adil Ceylan
L'Collection
Managing
Partner

BRAND VALUE AND MARKETING: TELLING THE HOTEL'S STORY RIGHT

In today's hospitality industry, a brand is not merely a name or logo; it reflects the emotional connection with guests, the quality of service, and the perception of trust. L'Collection builds branding processes in perfect harmony with the identity of each property it advises. This includes target market analysis, price positioning, digital visibility, sales channel strategy, and social media management—all handled within an integrated structure. Believing that every property has its own unique “story,” the L'Collection team aims to convey that story to target markets through the right strategy. For instance, while city hotels focus on experience-oriented campaigns targeting business travelers, resort hotels emphasize guest loyalty and vacation experiences. Thus, each property enters the branding process while maintaining its own character, securing a lasting position in the market.

SUSTAINABILITY, DIGITAL TRANSFORMATION, AND THE NEW GUEST PROFILE

Modern hospitality today is shaped not only by accommodation but also by environmental, social, and digital

sustainability principles. Guests increasingly prefer establishments that are eco-conscious, energy-efficient, and respectful of local values. L'Collection establishes this understanding as a standard in the properties it manages—implementing energy management systems, waste reduction plans, and digital process optimizations that set them apart. Furthermore, the new generation of guests seeks personalized experiences, easy accessibility, and digital interaction. Therefore, the L'Collection consulting model strengthens guest relations through data-driven decision-making systems and digital CRM tools. Creating a “valuable-feeling experience” at every touchpoint has become the strongest competitive advantage in modern hospitality.

THE IMPORTANCE OF THE CONSULTING MODEL IN THE FUTURE OF TURKISH TOURISM

Türkiye, with its accommodation capacity, natural resources, and geographical advantages, is one of the world's leading tourism destinations. However, sustainable growth now depends not only on investment volume but also on professional management and the right strategic vision. L'Collection Hotel Management Consulting, operating with this awareness, aims both to guide investors correctly and to elevate the overall quality of service in the industry. In a tourism sector where every crisis brings new opportunities, professional consultancy is no longer a choice but a necessity. L'Collection stands at the center of this transformation, bringing an international standard of vision to Turkish hospitality—uniting investment with strategy, management with efficiency, and service with brand value.



A SIGNATURE EXPERIENCE BY HOMAGE HOSPITALITY

Menum Restaurant is not merely a dining venue—it is a culinary narrative shaped by 2800 years of vineyard and orchard tradition, rising on the shores of Lake Van with the spirit of the Silk Road and the Gateway to Asia.



Inspired by the fertile lands that have nourished civilizations for millennia, Menum brings together heritage, geography, and contemporary gastronomy in a refined farm-to-table culinary experience rooted in seasonal local produce and direct agricultural sourcing.

WHERE ANCIENT SOIL MEETS CONTEMPORARY VISION

Named after King Menum of the ancient Urartian civilization, Menum Restaurant embodies a deep connection to the region's historical roots. The kitchen philosophy is built upon seasonal produce cultivated in local vineyards and gardens, echoing a tradition that dates back nearly three millennia.

The menu reflects a dialogue between East and West—where Silk Road spices meet local herbs, and Asian techniques reinterpret Anatolian ingredients. Each plate tells a story of land, memory, and cultural exchange

A GASTRONOMIC BRIDGE BETWEEN CONTINENTS

Positioned by the waters of Lake Van, Menum draws inspiration from Van's historic identity as a cultural crossroads. The concept embraces the spirit of the Silk Road—an exchange of flavors, ideas, and traditions—while presenting it through a modern culinary language. Through carefully curated tasting menus, refined presentation, and an atmosphere of understated elegance, Menum

offers more than a meal; it delivers an immersive sensory journey.

SUSTAINABILITY AND LOCAL INTEGRITY

At the heart of Menum lies a commitment to sustainability. Ingredients are sourced responsibly, many from regional producers and surrounding agricultural lands. The philosophy honors the soil, supports local farmers, and preserves culinary heritage for future generations. Menum Restaurant stands as a testament to how ancient agricultural wisdom and contemporary gastronomy can coexist—transforming Van into a distinguished destination for global gastronomy.

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SHANGRI-LA ADDS BODRUM TO ITS LUXURY PORTFOLIO IN TÜRKİYE

Shangri-La Group is expanding its presence in Türkiye with a new luxury resort in Bodrum, reinforcing its long-term growth strategy in the Mediterranean.

Shangri-La Group is strengthening its presence in Türkiye with a new luxury resort project in Bodrum, which will become the group's second hotel in the country. The group announced that it has signed a management agreement with United Bodrum Turizm A.Ş. for a new luxury resort in Bodrum. The project represents Shangri-La's second property in Türkiye and forms a key pillar of its long-term growth vision focused on Europe and the Mediterranean's most prestigious leisure destinations.

SIGNING CEREMONY HELD IN HONG KONG

The signing ceremony took place at Island Shangri-La in Hong Kong, attended by Shangri-La Group Chairman and Group CEO Hui Kuok,

Executive Director and Group CFO Chee Wui Chua, and Group Head of Investment and Asset Management Chris Phong. Representing United Bodrum Turizm A.Ş. were Chairman of the Board Güngör Çepni, Partner Kamil Uğurlu, and Property Owner Representative Ferzan Çelikkanat.

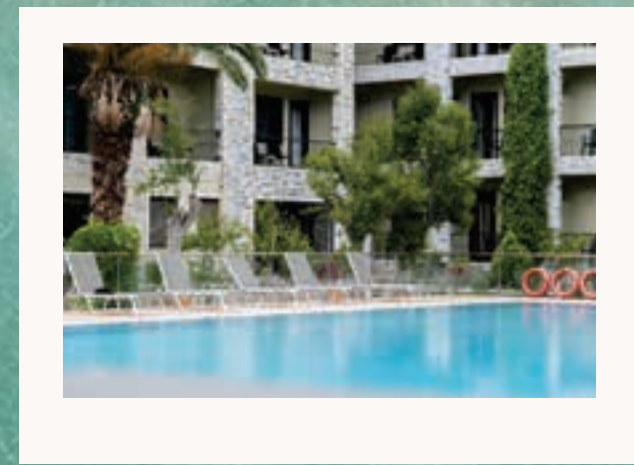
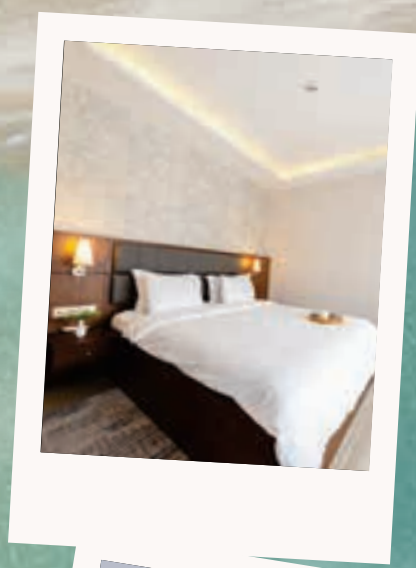
70 ROOMS AND 10 PRIVATE VILLAS

Located on the northwestern coast of the Bodrum Peninsula, just ten minutes from Yalıkavak Marina, Shangri-La Bodrum will sit adjacent to the award-winning The One Bodrum project. The resort will feature 70 guest rooms, 10 private villas, a private beach, panoramic views over the Aegean Sea, and carefully curated living spaces, bringing the brand's signature resort experience to the Aegean coast. The

hotel is scheduled to open in the first half of 2029. Commenting on the project, Shangri-La Group Executive Director and CFO Chee Wui Chua said: "Bodrum's striking natural setting, international appeal, and rapidly rising status as a global luxury destination make this project extremely valuable for our portfolio. We are delighted to bring Shangri-La's timeless hospitality and contemporary elegance to this exceptional corner of the world." Güngör Çepni, Chairman of United Bodrum Turizm A.Ş., added: "We are proud to partner with Shangri-La Group on a project that will redefine the concept of luxury resorts in Bodrum. This development will set a new benchmark for refined living standards while further strengthening Bodrum's position as a distinguished global destination."



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BLACK SEA TOURISM PROFESSIONALS UNITED UNDER THE ROOF OF **DOKOB**

Tourism professionals from the Eastern Black Sea established the Eastern Black Sea Hotels Association (DOKOB) in order to develop regional tourism and act jointly. The association includes 18 hotels within its structure.



Doğu Karadeniz Oteller Birliği
Eastern Black Sea Hotels Association

Black Sea tourism professionals took an important step by establishing the Eastern Black Sea Hotels Association (DOKOB), which will represent them.

While 18 hotels are included within the association, representatives of national and international brands such as Ramada, Radisson Blue, Mövenpick, Dedeman, and Hilton in the Eastern Black Sea will now continue their activities under the roof of DOKOB. In the statement made by the association, it was noted that the aim is to elevate the Eastern Black Sea region's natural and cultural heritage to higher levels in terms of tourism. The statement included the following expressions: "We are taking an important step to create unity



in tourism in our Eastern Black Sea region, Turkey's unique natural wonder where green and blue meet and which hosts a great cultural heritage.

AIMING TO BE A STRUCTURE BASED ON HOSPITALITY AND COOPERATION

With great excitement and responsibility, we announce to the public that we have established the Eastern Black Sea Hotels Association

Tourism Promotion and Development Association in order to elevate the tourism potential of this valuable heritage we possess to higher levels." The statement also emphasized that the Eastern Black Sea Hotels Association set out with the goal of being a structure that highlights the region's natural beauties and cultural richness, promotes sustainable tourism, is based on hospitality, and grounded in cooperation. It was stated that increasing tourism potential, strengthening the local economy, and making the Eastern Black Sea an internationally recognized tourism destination are among the priorities. The association also identified as key objectives ensuring standardization in service quality, increasing global promotional activities, implementing legal regulations, and strengthening cooperation with public institutions and local administrations. At the end of the statement, it was expressed that all tourism professionals are accepted as "Volunteer Tourism Ambassadors" of the region, and it was wished that the association would be beneficial for the country and the region.



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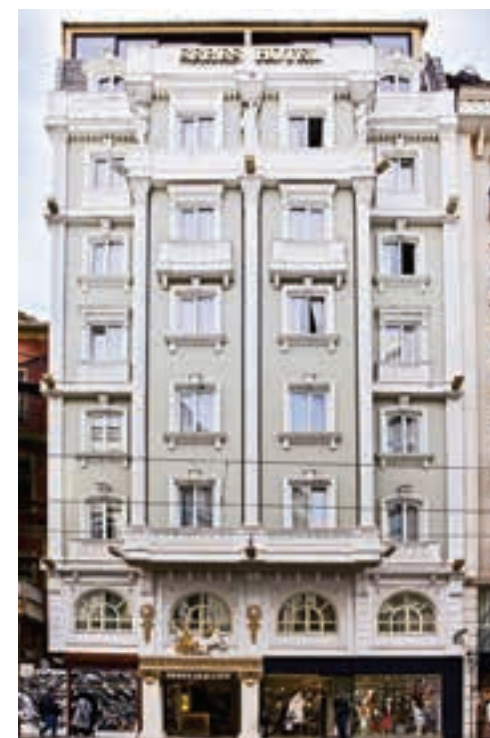


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Ertuğrul Karaoğlu: Cappadocia stands out as an unchanging destination

Ertuğrul Karaoğlu, Chairman of the Board of Intra Tourism, stated that since its establishment Intra Tourism has mainly operated in the fields of DMC (Destination Management Company) and incoming, and that over time it also worked in congress tourism, incentive, and various operational areas, adding that in recent years they have refocused on their core areas of expertise.

Ertuğrul Karaoğlu said, "Today, we operate with an inbound tour operator model based in Istanbul, offering ready-made products to agencies and operators abroad, especially in Italy. The number of companies in Turkey applying this formula is quite limited."

THE 800 THOUSAND LEVEL HAS BEEN REACHED

Emphasizing that Italy has historically been the main source market for Intra Tourism, Ertuğrul Karaoğlu stated that the number of Italian visitors coming to Turkey has begun to rise again in recent years. He noted that after the decline experienced in the 2016-2017 period, recovery began in 2019, and a rapid increase was seen after the pandemic. As of 2024, the 800 thousand level has been exceeded. He said they foresee reaching a similar level in 2025. He estimated that approximately 150-200 thousand of the total visitor number comes through organized tours. He stated that cultural tourism is still strong in the Italian market and that Cappadocia stands out as an unchanging destination.



Ertuğrul Karaoğlu, Chairman of the Board of Intra Tourism

COMPETITION IS INCREASING IN SEA TOURISM

I can say that Turkey is an important player in sea tourism, but it is no longer as "competition-free" as it used to be. Price pressure has become particularly evident in recent years. There are very beautiful beaches and a strong service infrastructure in Turkey. However, the expectations of Italian tourists are high. In addition, price competition is more challenging compared to the past. Flight capacity is one of the most critical elements of tourism. Turkish Airlines provides great support in the Italian market.

THE NUMBER OF ITALIAN-SPEAKING GUIDES IS AT A CRITICAL LEVEL

One of the important problems of the sector is the lack of Italian-speaking guides; the failure to train a new generation of guides may create serious problems in the future. For cultural tourism, there is a need for guides who know the language very well and have a strong cultural background. The current system makes it difficult to train Italian-speaking guides. If this issue is not resolved, we may face a bigger problem in the future.

NEW ROUTES AND REGIONAL COOPERATION

We have included Göbeklitepe in regular programs, and we will add Karahantepe in the near future. We are working on Georgia-Eastern Black Sea and, in the coming period, Armenia-connected routes. The joint marketing of Turkey and Greece has been discussed for many years. As regional peace and cooperation strengthen, this geography can become one of the strongest destinations in the world for cultural tourism," he said.



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HILTON OPENS CANOPY BY HILTON ISTANBUL TAKSIM

Hilton expands its lifestyle footprint in Türkiye with the official opening of Canopy by Hilton Istanbul Taksim, the brand's first property in the country, located within the Taksim 360 development in Beyoğlu.



Hilton Hotels & Resorts has opened its first Canopy by Hilton-branded hotel in Istanbul, marking the brand's debut in the city with a new lifestyle property located in the heart of Taksim.

The Canopy by Hilton Istanbul Taksim has started operations within the Taksim 360 project, situated in the Tarlabası area of Beyoğlu. The official opening ceremony was attended by Simon Vincent, President of Hilton Europe, Middle East and Africa; David Kelly, Senior Vice President, Continental Europe; Can Özmeriç, General Manager of Canopy by Hilton Istanbul Taksim; and other regional executives from Hilton.

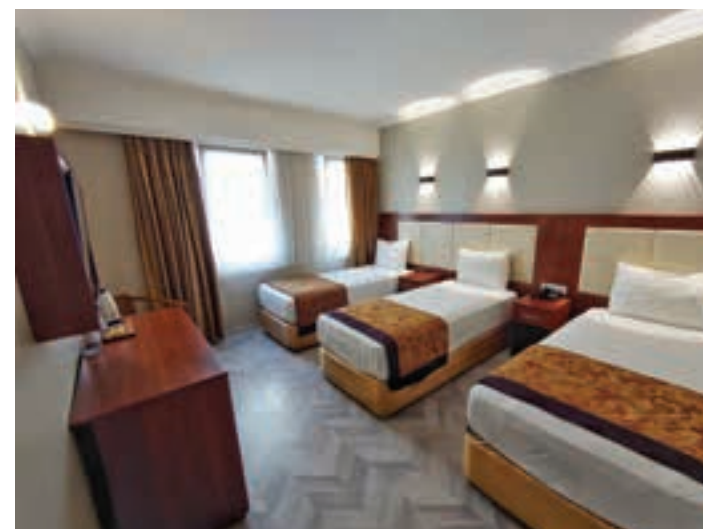
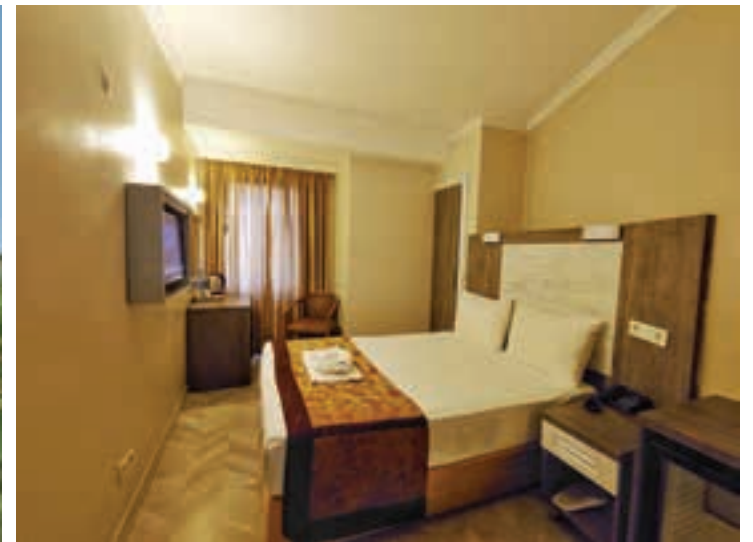


The six-storey hotel features a total of 110 rooms, including 15 suites. Facilities include restaurant and bar venues, meeting rooms, a 24-hour fitness center, and a boutique wellness area offering a sauna, steam room and massage rooms. The property offers two distinct food and beverage concepts. Loya

operates as an all-day dining venue with a brasserie concept, while Karas is positioned as a wine bar. Karas is housed within a historic structure, with a former cistern repurposed as a wine cellar. Interior spaces at the hotel showcase a curated art selection coordinated by ALAN Project, featuring works by various artists. The artworks are integrated throughout the public areas in line with the hotel's architectural and interior design concept. The hotel operates under Hilton Honors, Hilton's global loyalty program, allowing members to benefit from standard program privileges when booking through Hilton's digital channels.



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THE INTERNATIONAL MICE INDUSTRY ASSOCIATION IS IN ITS 10TH YEAR

Founded 10 years ago by a group of visionary sector representatives with the motto "We Are Stronger Together, Stand by Your Sector," the International MICE Industry Association celebrated its 10th anniversary at an event held in Istanbul. Today, with nearly six hundred members, it is one of the strongest non-governmental organizations in the sector.



The International MICE Industry Association has completed the 10th anniversary of its establishment. Founded 10 years ago by a group of visionary sector representatives with the motto "We Are Stronger Together, Stand by Your Sector," the association is now among the strongest and most recognized non-governmental organizations in the MICE sector with nearly six hundred members.

İŞİL ÖZMEN: THE VOICE AND STRENGTH OF THE SECTOR, THE INTERNATIONAL MICE INDUSTRY ASSOCIATION

In her opening speech of the night, International MICE Industry Association President İşil Özmen stated, "I greet everyone with love and respect. The hotel, which continues its contribution



to the MICE sector with its approach of hosting organizations of different scales, reinforced its mission of being a meeting point for sectoral collaborations on this special night as well."

HÜSEYİN KURT: WE WILL CONTINUE ON OUR PATH WITH THE SAME VISION AND DETERMINATION

Speaking at the event, one of the founders of the association, former Chairman of the Board and current Chairman of the Advisory Board Hüseyin Kurt said, "Today we are not only celebrating an anniversary. Today, we are celebrating the ten years of effort and solidarity of a great structure that has been the voice of our sector, that draws its strength from its members, that has grown steadily for ten years, and that always stands by its members and its sector. I sincerely thank all my fellow companions who contributed to the formation of this structure and to reaching this point."



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GNC HOSPITALITY: MORE THAN A CONSULTANCY A STORY OF VISION AND SUCCESS

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The tourism and hospitality world is evolving faster than ever. Traditional business models are being replaced by innovative concepts that blend cultural heritage with modern lifestyle trends. At the heart

of this transformation stands GNC Hospitality Management a company redefining how hotel investments are imagined, branded, and operated.

As one of Turkey’s and the region’s most distinguished tourism consultancy firms, GNC Hospitality has earned recognition through its

forward-thinking projects and strong international brand partnerships. From concept creation to feasibility studies, brand integration to management consultancy, the company provides a truly end-to-end service turning investors’ visions into tangible, profitable realities.

A VISION EXPANDING FROM TURKEY TO THE WORLD

GNC Hospitality’s journey began in Istanbul. However, its vision quickly transcended borders. Today, its international portfolio spans Montenegro, Iraq, Azerbaijan, and North Macedonia, where globally branded hotels and residences reflect the company’s rapid rise among leading global players.

Yet GNC Hospitality’s role goes far beyond traditional consultancy. The firm develops market-driven hotel concepts, connects investors with the right international brands, and guarantees operational excellence through detailed feasibility studies and strategic planning.

BRAND INTEGRATION AND GLOBAL PARTNERSHIPS

In recent years, GNC Hospitality has forged valuable alliances with the world’s most respected hotel chains including Hilton, Accor, Marriott, Radisson, Wyndham, IHG, and Hyatt. Acting not merely as an advisor but as a strategic bridge between investors and global brands, GNC helps ensure that every project aligns with the most suitable brand and business model. This hands-on, results-oriented approach empowers hotels to achieve higher profitability, stronger brand equity, and long-term sustainability key ingredients for success in today’s competitive hospitality landscape.

FROM YEŞİLÇAM TO MONTENEGRO: WHERE CULTURE MEETS CAPITAL

Among the company’s most visionary projects stands the Yeşilçam Museum Hotel, rising from the nostalgic atmosphere of Istanbul’s historic Erman Han. Designed as much more than a place to stay, this landmark project will immerse guests in the golden era of Turkish cinema, bringing a cultural icon to life under an international hotel brand.

In Montenegro, GNC Hospitality’s collaborations with major global brands such as Hilton, Radisson, and Marriott are breathing new energy into the region’s tourism landscape. As the country moves closer to European Union membership, GNC’s early, forward-looking initiatives demonstrate a deep understanding of emerging market potential and destination strategy.

FEASIBILITY AND OPERATIONAL EXCELLENCE

At the core of GNC Hospitality’s success lies its analytical precision. The firm delivers comprehensive feasibility reports and 10-year P&L projections, ensuring that every development is backed by solid financial foundations and realistic growth expectations.

Through detailed cost analysis, operational reporting, and strategic brand alignment, GNC Hospitality provides investors with a roadmap that extends well beyond construction

and opening — guiding performance and profitability for years to come.

FOUNDER’S VISION NOTE

“Tourism and hospitality are no longer merely investments,” summarises Orhan Genceli, Founder and Consultant of GNC Hospitality Management as his vision and follows as “They have evolved into cultural experiences, sustainable business models, and showcases of international collaboration. With this vision, we are preparing our investors for the future.”

HE CONTINUES:
“For us, every hotel is not just a building — it’s a story. When that story meets the right concept, the right brand, and the right investor, success naturally follows. Together, we are designing the future of tourism.”

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THE SHARE OF THERMAL TOURISM IN WINTER TOURISM REVENUES IS INCREASING

Noting that with the rejuvenation of the guest profile staying for thermal purposes they have increased activity and event programs at BN Hotel, Yusuf Narlı, Chairman of the Executive Board of BN Hotel, said, "We aimed to provide our guests not just accommodation but a life experience. We reached over 90 percent occupancy, mainly from the domestic market. In addition to the events, the increasing potential of thermal tourism in winter tourism was effective in this strong interest. With the rising health awareness in Turkey, the share of thermal tourism is increasing day by day. Especially in winter tourism, thermal is coming to the forefront as an increasingly popular holiday alternative.



A REVENUE TARGET OF 10-12 BILLION DOLLARS IN WINTER TOURISM

As thermal tourism operators, we need to increase our share of this pie. Interest in thermal tourism is increasing every day with the growing wellness concept. As the first and only thermal facility in Mersin, we provide complementary treatments with the physical therapy and accommodation center we have established within our structure. We aim to provide regional support to health tourism as well. Winter tourism holds at most a 20 percent share within the tourism sector. If we can spread tourism over 12 months by developing thermal tourism, we can move Turkey, which ranks among the top 5 in the world, to even higher positions in terms of tourism share," he said.

in our country's tourism revenue was reached. For 2026, our Ministry has also announced a target of 68 billion dollars in revenue. We believe that thermal tourism, with the potential it has achieved in winter tourism, will make a significant contribution to this target, and we look to this year with much more hope.

WE LOOK AHEAD WITH MORE HOPE

It is pleasing that in 2025 the number of visitors in the tourism sector rose to 64 million and revenue increased to 65.2 billion dollars. With this figure, which represents a 6.8 percent increase compared to 2024, the highest level

DENİZ DİKKAYA APPOINTED AS THE NEW GENERAL MANAGER OF İSTANBUL LÜTFİ KIRDAR CONGRESS AND EXHIBITION CENTER



With 30 years of experience in the tourism sector in the fields of accommodation, event management, and communication, Deniz Dikkaya, who has carried out significant work in the sector, aims in his new role to further strengthen the position of Istanbul Lütfi Kırdar Congress and Exhibition Center in the national and international event market. In his statement, Deniz Dikkaya said, "Istanbul Lütfi Kırdar Congress and Exhibition Center is one of the most important assets not

only for Istanbul but also for Turkey in terms of event and congress tourism. Carrying the vision of this well-established structure into the future, focusing on its mission of hosting international events, and undertaking efforts that will turn it into a center for performing arts, as well as leading this valuable brand and its experienced team that contribute to Istanbul's identity as a global event destination, is a great responsibility and honor for me."



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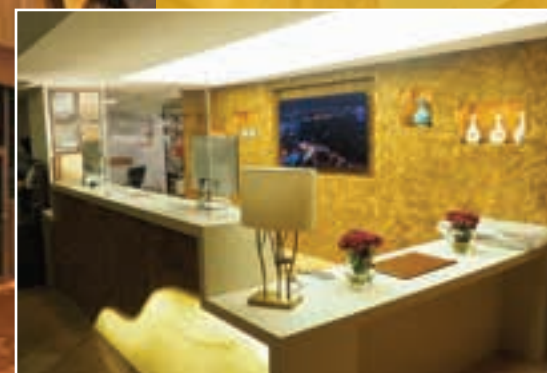
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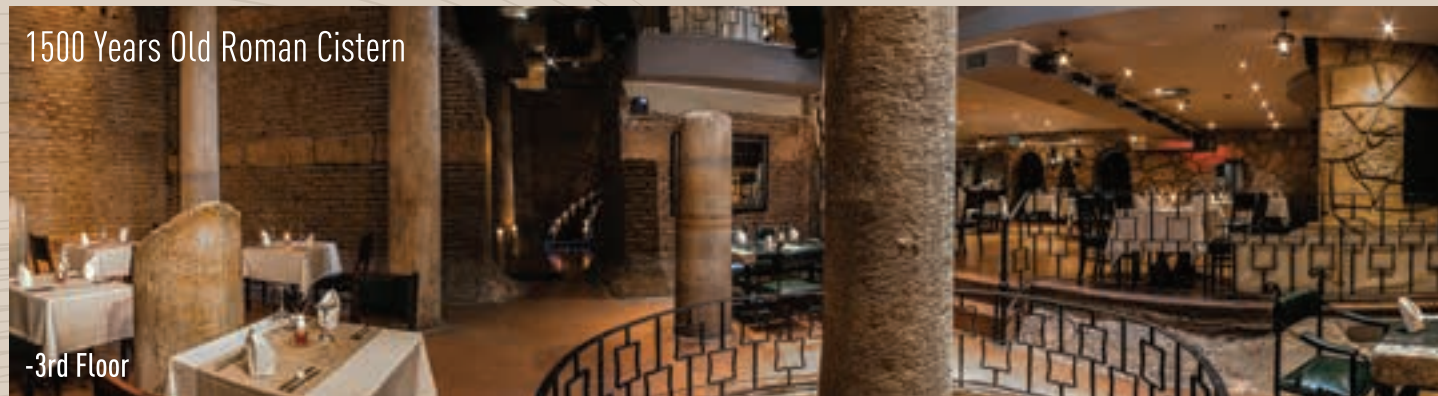


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